



Our mission is to provide a world-class transportation experience that delights our customers and promotes a prosperous Missouri.

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Missouri Highways & Transportation Commission

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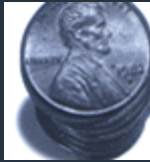
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Your MoDOT is just a call or click away.

The Missouri Highways and Transportation Commission



From left to right: W.L. (Barry) Orscheln, Vice Chairman; Marge Schramm, William P. McKenna, James B. Anderson, Duane S. Michie, Ollie W. Gates, Chairman

The Missouri Highways and Transportation Commission is a six-member, bipartisan board that governs the Missouri Department of Transportation. The governor, with the consent of the Senate, appoints the members of the commission to staggered terms of six years each. No more than three commissioners may be of the same political party.

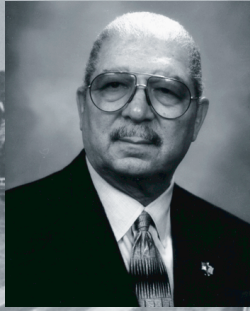
The director, chief counsel and commission secretary are all appointed by the commission.

All other appointments are made by the director with the approval of the commission.

Henry Hungerbeeler, Director
Kevin Keith, Chief Engineer
Pat Goff, Chief Operating Officer

Mari Ann Winters, Secretary to the Commission
Rich Tiemeyer, Chief Counsel

Looking forward, looking back



It's always good to look around and take stock of where we've been, where we are and where we're going. The state of transportation in today's Missouri is significantly different than it was even 50 short years ago when cars were fewer and cell phones were non-existent.

Much has changed since then, but one thing hasn't – Missourians' Show-Me attitude. People here make a person back up what he says with action.

And showing is exactly what I think the Missouri Highways and Transportation Commission and the Missouri Department of Transportation have been doing the past few years. As this is our 2002 Annual Report, let's look back at some of the good things we've done recently.

During the summer of 2002, MoDOT changed its philosophy and operation of work zones across the state. Safety remains the No.1 priority, but the direction changed to focus more on motorist convenience and traffic flow. A new work-zone policy was implemented to minimize traffic delays and closed lanes during the day, and to shift appropriate project work to night-time hours. This didn't come without some resistance, but we feel the change has been positive and effective.

Developing new technologies and ways of doing business are also key

components of how the department is improving transportation in Missouri. Through an executive order in February 2002, Gov. Bob Holden directed that several state agency units and departments be consolidated into MoDOT as a unified One-Stop Shop for Motor Carrier Services. This move makes more efficient use of taxpayer dollars and is more convenient for commercial users of the system.

New technology that allows big rigs to weigh in motion is another way we're working to increase service and decrease delays for Missourians. This advancement helps carriers make better time — some trucks will not have to stop at all at weigh stations — and it also provides the Missouri State Highway Patrol with better enforcement options.

With a substantial boost from bond financing, MoDOT delivered the biggest construction program in its history during fiscal year 2002. And this enormous road-and-bridge-building program, totaling nearly a billion dollars in contract awards, was delivered within 2 percent of our engineers' estimate.

Doing business smarter, leaner and more efficiently than ever before is how we're backing up the talk and delivering to taxpayers the priorities we've said we're committed to.

Our strategic direction has three parts.

Take Better Care of What We Have — Minimal investment in existing roads in favor of expansion projects has taken a toll on Missouri. Allocating more here will help get us back on track.

Finish What We've Started — Even though projects will take much longer to complete than we had hoped, the dollars available will be used to complete major projects that remain unfinished. Fewer dollars are available now for corridor expansion.

Build Public Trust — By focusing on the customer and doing what we say we'll do, public confidence will increase.

At first glance, the look ahead appears difficult because of limited resources and decreasing revenue projections. However, when I look back over all the commission, the department and the state accomplished last year, I can't help but look ahead with optimism.

A handwritten signature in cursive script that reads "Ollie W. Gates".

Ollie W. Gates
Chairman
Missouri Highways and Transportation
Commission

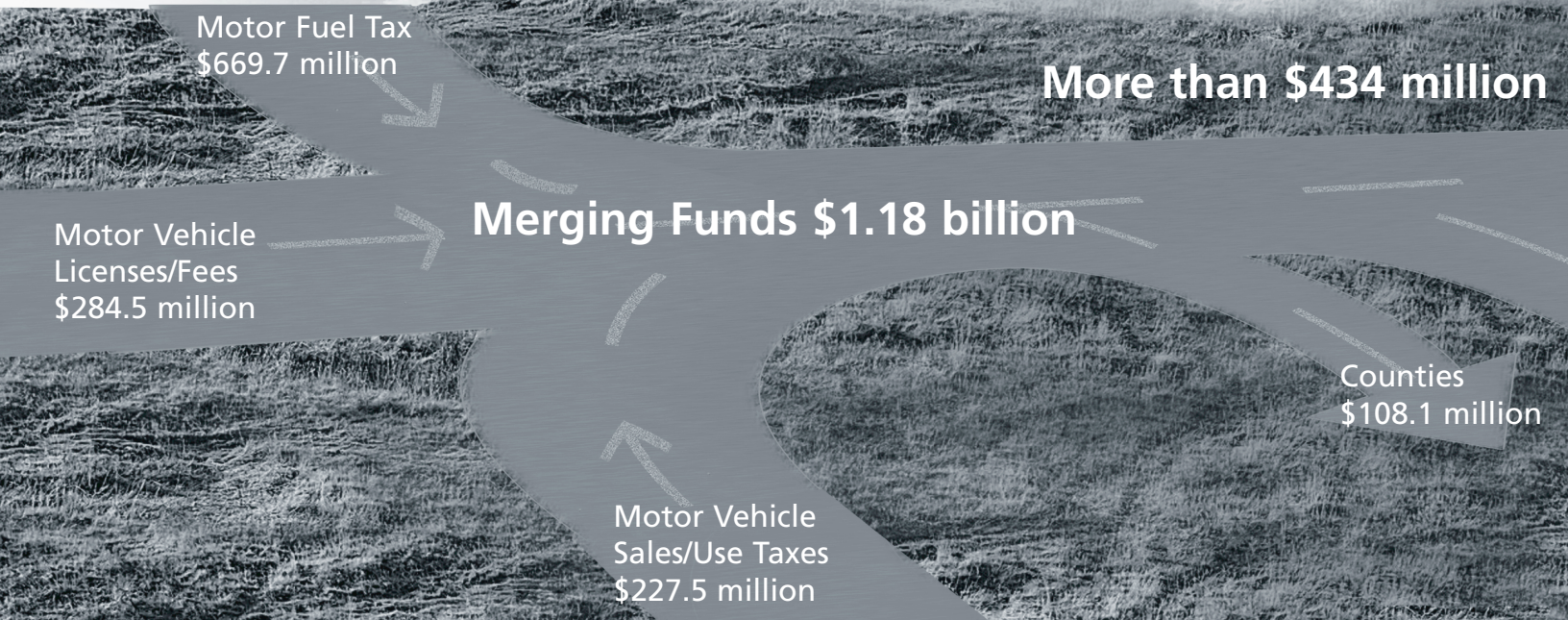
Funds exit before road repairs begin

The Missouri Department of Transportation receives funding from a variety of sources. Missourians support their transportation system through motor-fuel taxes, vehicle license fees and motor-vehicle sales/use taxes. What many people don't know is that MoDOT receives only a portion of these funds.

As directed by the General Assembly, a large chunk of this revenue takes an exit to cities, counties and

other state agencies. Refunds from the Hancock amendment also chip away at the sum. By the time MoDOT receives its share, nearly 40 percent of the funds are gone.

In Fiscal Year 2002, revenues going to other state agencies totaled more than \$180 million. City governments received nearly \$145 million, and counties shared in another \$108 million.



Where Your Money Goes

MoDOT makes every effort to be a wise steward of taxpayer money. This graph shows the department's expenditures after funds for cities, counties and other agencies are taken out.

dollars in thousands

Administration

MoDOT spends \$47 million, or less than 3 percent of its disbursements, on administrative functions. According to the Federal Highway Administration, that makes MoDOT the fifth lowest of the 50 states in administrative costs.

Construction

Boosted by a temporary influx of bond finance money that must be repaid with interest, MoDOT spent about \$1.3 billion on construction, including new bridges, roads, lanes and highways in FY2002. That makes 2002 the largest construction year ever for Missouri.

\$47,236

2.7%

\$1,328.992

75.3%

The bottom line: MoDOT received around \$747.4 million in taxes and fees to meet all its highway responsibilities. If we halted all new construction immediately, current funding would enable MoDOT to accomplish little more than maintaining what we have.

MoDOT fact

Twenty-five years ago, Missouri spent **17%** of its budget on transportation. Excluding recent bond financing, transportation now accounts for only **7.5%** of the state's budget.



takes an exit

Cities
\$144.8 million

State Agencies
\$181.4 million

MoDOT's share is
63% of total funds.

Maintenance

MoDOT's second largest expense is maintenance. That includes road resurfacing, shoulder repair, right of way upkeep and pothole repair.

Service Operations

It takes more than bulldozers to build highways. Support personnel include legal, cultural resources, vehicle-fleet management, governmental relations, computer technicians and more. They all play a vital role in MoDOT's operation.

Debt Service

MoDOT must channel a portion of its funding to paying off financing debt.

\$263,990

15.0%

\$99,225

5.6%

\$25,098

1.4%

Financials

Road & Bridge Expenditures Fiscal Year **2002**

MoDOT's financial data is verified by an independent accounting and auditing firm. The department submits a comprehensive report to Missouri legislators each year that contains financial statements, transportation plans and project information. The following report shows MoDOT's FY 2002 road and bridge actual revenue and expenditures.

The full report is available on the Internet at www.modot.org. Copies also are available at MoDOT offices in Chesterfield, Hannibal, Jefferson City, Joplin, Lee's Summit, Macon, St. Joseph, Sikeston, Springfield and Willow Springs.

MoDOT fact

Missouri has the seventh largest state highway system in the nation with more than 32,000 miles.



Revenue:

Federal Reimbursement	795,200
State Revenue	
Available for MoDOT	780,981
Funding for Other State Agencies	181,390
Cost Reimbursement from Other	
Political Subdivisions	<u>66,959</u>
Total State Revenue	1,029,330
Series A Bond	413,049
Total Revenue	\$2,237,579

Expenditures:

Administration

Salaries and Wages	24,802
Fringe Benefits	15,499
Expense and Equipment	6,935
<i>Totals</i>	47,236

Construction

Salaries and Wages	79,932
Fringe Benefits	33,191
Expense and Equipment	97,320
Program and Contractor Payments	1,047,174
Right of Way Acquisition	71,375
<i>Totals</i>	1,328,992

Maintenance

Salaries and Wages	113,862
Fringe Benefits	51,778
Expense and Equipment	98,350
<i>Totals</i>	263,990

Service Operations

Salaries and Wages	15,580
Fringe Benefits	6,835
Expense and Equipment	76,810
<i>Totals</i>	99,225

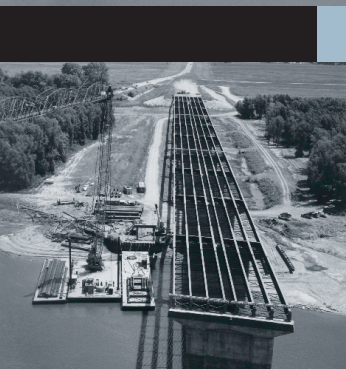
Debt Service	25,098
Other State Agencies	181,390

Total Expenditures	\$1,945,931*
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Figures are in thousands of dollars.

Expenditures based on spending from State FY 2002 appropriations.

**Amount differs from revenue sum due to fiscal year billing cycles.*



MoDOT Delivers in 2002

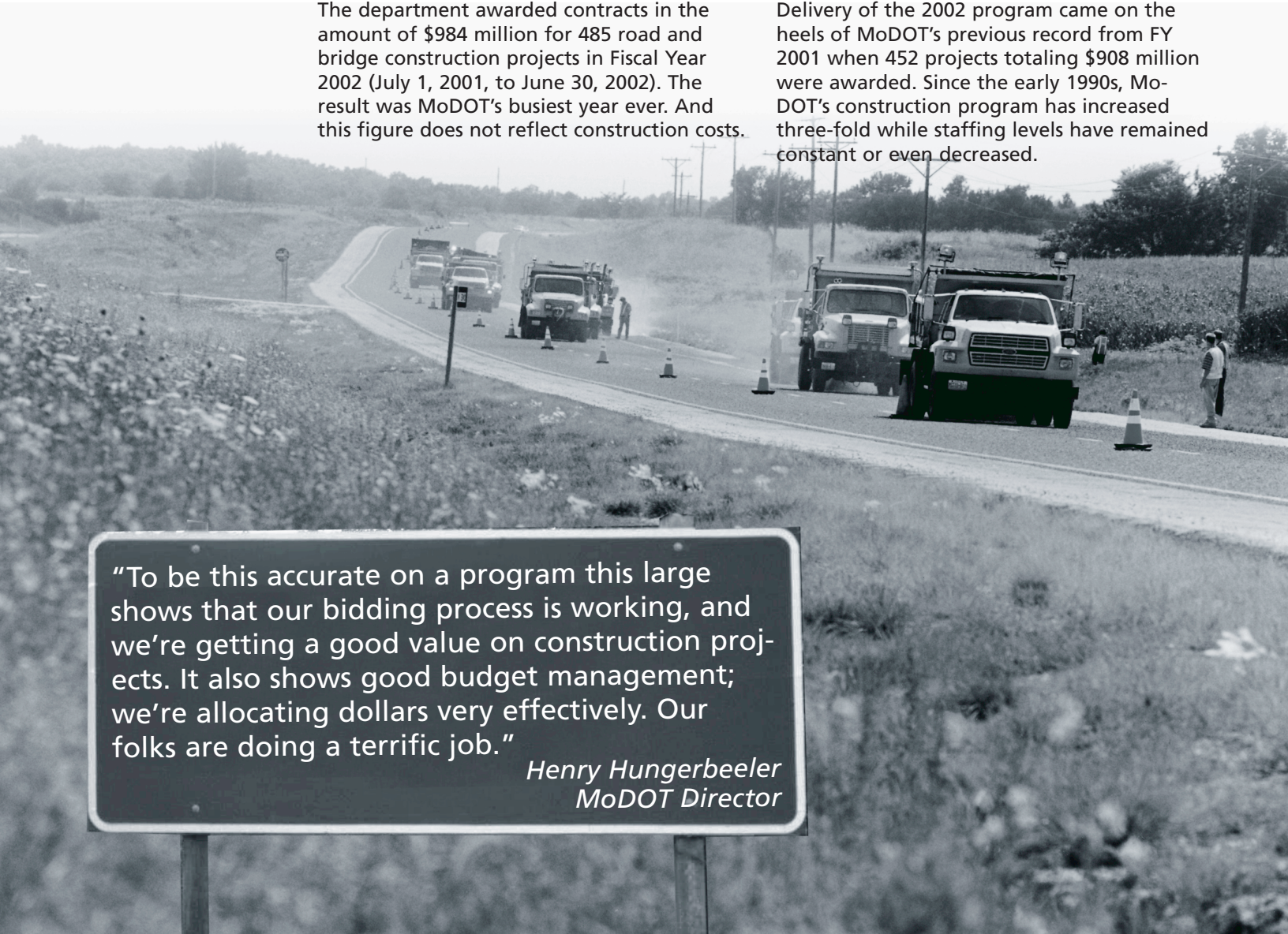
Largest-Ever Construction Program "Right On The Money"

MoDOT completed a record year for construction using bond financing and improved cost-estimating procedures to get the maximum benefit for each taxpayer dollar.

The department awarded contracts in the amount of \$984 million for 485 road and bridge construction projects in Fiscal Year 2002 (July 1, 2001, to June 30, 2002). The result was MoDOT's busiest year ever. And this figure does not reflect construction costs.

"Our highways desperately need improvement, and we've delivered at a cost that's right on the money," says MoDOT Director Henry Hungerbeeler.

Delivery of the 2002 program came on the heels of MoDOT's previous record from FY 2001 when 452 projects totaling \$908 million were awarded. Since the early 1990s, MoDOT's construction program has increased three-fold while staffing levels have remained constant or even decreased.



"To be this accurate on a program this large shows that our bidding process is working, and we're getting a good value on construction projects. It also shows good budget management; we're allocating dollars very effectively. Our folks are doing a terrific job."

*Henry Hungerbeeler
MoDOT Director*

MoDOT
fact

According to the Office of Administration, MoDOT has virtually the same number of employees in 2002 that it did in 1992. Other state agencies have raised employment numbers approximately 22 percent over the past 10 years.

A big reason for the accomplishment was that budgeted revenue was spent very efficiently.

"When we prepare projects for construction, we must carefully estimate how much they should cost, so we can budget accordingly," Hungerbeeler says. "This year, with more than \$900 million and nearly 500 projects to manage, our contract costs were 2 percent under what our estimates were. To be this accurate on a program this large shows that our bidding process is working, and we're getting a good value on construction projects," he adds. "It also shows good budget management; we're allocating dollars very effectively. Our folks are doing a terrific job."

Bond financing also helped, Hungerbeeler says. One-third of the project costs — more than \$300 million — were financed with bonds.

"We've accelerated many high-priority projects with bonds, and now we're really beginning to see some good results for our efforts," he says.

But this success must be kept in perspective, Hungerbeeler explains.

"These numbers are great, and we're getting a lot of work done, but that's only because we're going into debt to finance it," he says. "In a couple of years, when bond money runs out, new highway construction will virtually come to a halt if no new revenue is found. We'll only be able to use our remaining revenue almost entirely on existing roads.

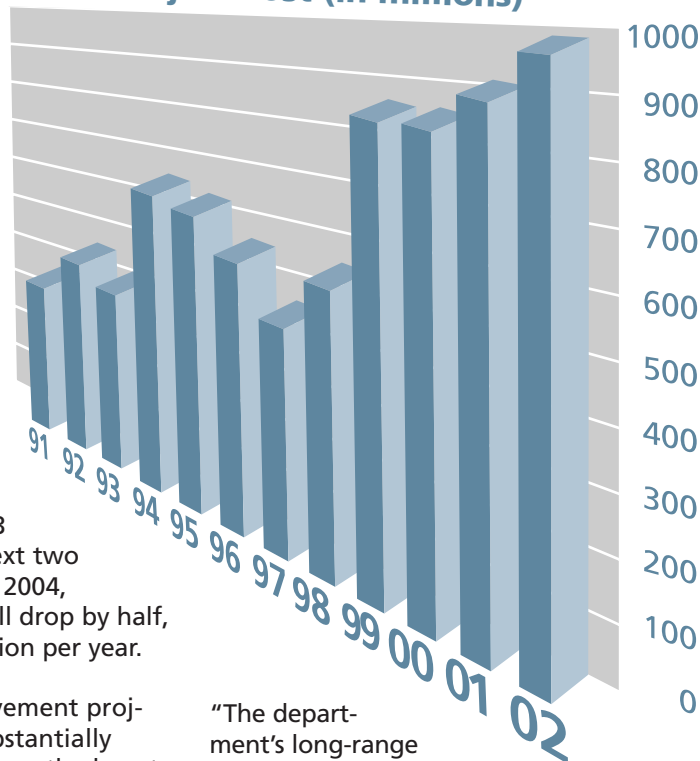
Repayment of bond issuances will cost about \$75 million a year after all currently committed bonds have been issued."

With additional bond-accelerated projects which began in 2002 and 2003, MoDOT's annual construction budget, which includes design and land-acquisition costs, will be about \$1.3 billion a year for the next two years. But beginning in 2004, construction funding will drop by half, to about \$600-\$700 million per year.

"The number of improvement projects will be reduced substantially beginning in 2004 because the boost from bond financing is scheduled to end, and there will be a lot of bond debt from previous years to pay off," Hungerbeeler says.

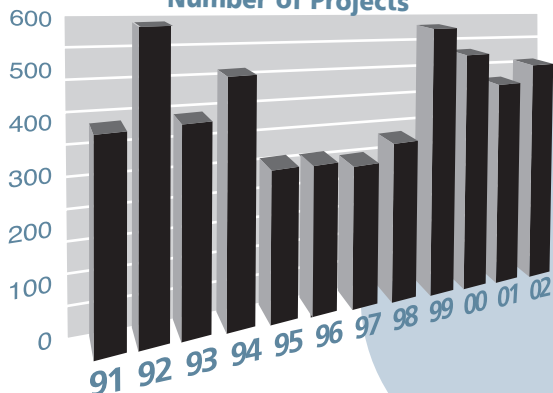
State Design Engineer Diane Heckemeyer says a number of factors helped MoDOT deliver a record program on time and on budget.

Total Project Cost (in millions)



"The department's long-range plan, mid-range investment strategy and bond financing enabled us to focus our efforts on those projects that were the highest priority," she says. "MoDOT's expeditious consultant-selection process, which has won awards for its qualifications-based criteria, also helped us to supplement our in-house capabilities."

Number of Projects



Construction Project Highlights

FY 2002

Kansas City area

Triangle — Completed new south-bound to westbound lanes on Interstate 435 one year ahead of schedule

Missouri River Bridge at Lexington — Construction continues on the Route 13 bridge

Route 71 — Four-year pavement-replacement project near Harrisonville in Cass County nearly complete

Route 152 — Work began on bridges, half-diamond interchange and auxiliary ramps east of I-29 in Platte County, and on the Route 152/Green Hills Road interchange

Chouteau Bridge — Opened new four-lane bridge east of downtown Kansas City one year ahead of schedule

I-70 — Resurfacing completed between Route 13 in Lafayette County and the Saline County line

I-435/Route 350 interchange — Replacing bridge and adding lanes

Route 50/PCA Road — Constructing new interchange at Warrensburg in Johnson County

Route 58 — Widening to three lanes in Belton in Cass County



MoDOT fact

After funds for cities, counties and other state agencies are removed, 75.3 percent of MoDOT's budget goes to construction.

North

Route 36 — Four laning from Route 13 in Caldwell County to the Livingston County line

Route 71 — Four laning from Route A in Nodaway County to Route 48 in Andrew County

Route 136 — Replacing bridge over Middle Fork of Grand River in Gentry County

Interstate 29 — Resurfacing from Corning to Craig in Holt County

Route 63 — Four laning from Moberly in Randolph County to the Boone County line

Route 36 — Four laning from west of Bevier to east of New Cambria in Macon County

Route 36 — New four lane from Utica to Chillicothe in Livingston County

Route 65 — Replace Missouri River bridge at Waverly

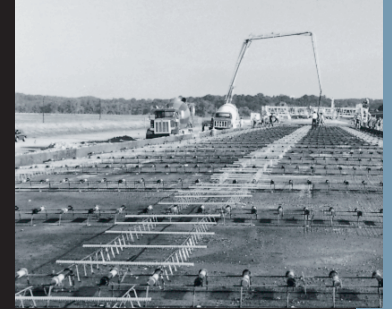
Route 36/61 — Single-point diamond interchange completed, the first in a rural area

I-70 — Resurfacing completed in Warren and Montgomery counties

Route 36 — Begin work on interchange in Shelbina

Route 47 — New Cuivre River Bridge in Lincoln County opened August 2002

Route 24 — Resurfacing between Monroe City and Paris



St. Louis area

Interstate 44 from Franklin County line to Six Flags Road — Add lanes, replace bridge at Fox Creek and improve southern half of Six Flags Road interchange

I-270 at Olive Boulevard — Work began on new interchange

I-170 and I-270 interchange — Reconstruct interchange with new bridges and ramps

I-55 from 4500 Broadway to I-44 — Resurface, add concrete median barrier, replace fencing, signing and lighting, and add new signals

I-55 from routes 141 to 61 — New interchanges at Route 141 and Imperial Main, widen to eight lanes between routes 141 and M, and resurface and repair bridges from Route M to Route 61

Route 364 — New bridges at the Missouri River and Creve Coeur Lake, new interchange at Jungs Station Road, paving and sound walls

Route 47/30 — Replace Meramec River bridge

Central

Route 54 — Four-laning from east of Route 52 to east of Route M, eastbound and westbound bridges completed, new interchange built at routes 87 and M, all in Miller County

Route 179 — Extension through Cole County for eventual link to routes 50, C, 54 and B in Cole County

Route 50/63 — Replacing Osage River bridge at Cole/Osage County line to complete the fully directional interchange

Route 5 — Constructing new bridge seven miles north of Route 54 intersection on Niangua Arm of Lake of the Ozarks in Camden County

Route AC — Widen and realign from Route 163 (Providence Road) east to Grindstone Avenue to Route 63 in Boone County

Route 63 — Replaced Grindstone Creek Bridge on southbound Route 63, south of Route 740 (Stadium Boulevard) in Boone County

Route 7 — Replaced bridges, and elevated and realigned roadways at Little Deer Creek and Deer Creek near Edwards in Benton County



South

Interstate 44 — Resurface from two miles east of Newton County line to 27 miles east of Route 71 (east interchange) in Jasper County; rehabilitate bridges over Turkey Creek, Grove Creek, Route 71/59, Jones Creek, Jenkins Creek and Route 37

Route 71 — Grading, bridge work and paving from two miles south of Pineville to the Arkansas state line in McDonald County

Route 571 — Add turn lanes and modify signals at Route FF (32nd Street) in Joplin at the Jasper/Newton County line

Route 60 — Widen and resurface between routes 97 and 37 in Barry County

Route 249 — Paving from Zora Street to Route 66 (7th Street) in Joplin in Jasper County

Route 71 — Resurface sections of southbound lane north of Adrian and north of Rich Hill in Bates County

Route J — Replace bridge over KC Southern Railroad two miles west of Route Y in Bates County

Route 65 — Construction of new bridge at Sunshine interchange in Springfield

Route 13 — Construction of three new interchanges in Bolivar at routes 83, T and 32

Route 13 — Construction of new four-lane highway east of existing route, starting at Reeds Spring Junction and ending on the north side of Branson West

Route 160 — Construction of new railroad bridge spanning West Bypass in preparation for widening of West Bypass

Route 360 — Construction of new four-lane highway between Route 60/13 and I-44

Route 465 — Construction of new four-lane highway between Route 65 north of Branson and Route 76 west of Branson

Route MM/I-44 — Construction of new Laclede County Route MM bridge over I-44 on east side of Lebanon

Route 65 — Widen to three lanes south of Route 32 in City of Buffalo

Route 65 — Construction of outer road on the west side of Highway 65 near Route V and College of the Ozarks

Route 14 — Construction of new bridge over White's Creek, six miles southeast of Ava

Route 28 — Replace Gasconade River bridge in Pulaski County

Route 60 — New four-lane pavement from Route 21 north to Route 21 south in Carter County

Route 72 — Realignment from Rolla to Elk Prairie in Phelps County

Route 60 — New four-lane pavement and interchange at Route 63 in Howell County

Route 19 — New realigned highway from Steelville to two miles south of Cuba in Crawford County

Bill Emerson Memorial Bridge — Constructing new 4,000-foot-long Mississippi River bridge at Cape Girardeau

Route 412 — Upgrading to four lanes from Kennett to Hayti

I-55/Route AB — Replacing Headwater Diversion Channel bridge with three-lane, seismically designed structure, and reconstructing interchange ramps

Route 60 — Four-laning from the Carter County line to Route 67

St. Francis River Bridge — Replacing St. Francis River Bridge in Dunklin County at the Arkansas state line



A Year of Change

A Year of Change. A Year of Achievement.

Besides the largest construction season in its history, MoDOT hit high notes in many other areas during Fiscal Year 2002. From a statewide anti-littering campaign to new work-zone guidelines, the department did its best to make a positive difference for Missourians.

MoDOT Promotes "No MOre Trash!"

Tired of picking up litter in parklands, streams and roadsides, the Missouri departments of Conservation and Transportation joined together in 2002 to create Missouri's first statewide anti-litter campaign.

The goal of the "No MOre Trash!" campaign was to reduce littering in Missouri. Although MoDOT spends more than \$6 million a year to clear

litter from highways throughout the state, along with more than 3,500 Adopt-A-Highway groups whose efforts are worth another \$1.5 million, litter still is a huge issue on roadsides and elsewhere around the state.

The campaign initially targeted 16-to-24-year-olds, the age group research shows is most likely to litter. Television spots, a web site, a video contest, posters, banners, hand stamps and signs all helped get the message out.

A 30-second television spot ran on Comedy Central, MTV, BET and other cable networks. Target markets included St. Louis, Kansas City, Columbia, Jefferson City, Springfield and Cape Girardeau.

The "No MOre Trash!" video contest offered an opportunity for teams or individuals age 16-24 to submit an original 30-second anti-littering video and compete for cash prizes. Winning entries are used to help promote the campaign.

MoDOT and MDC jointly provided \$80,000 to fund the campaign. MoDOT's portion came from federal enhancement monies that cannot be used for construction. MDC contributed \$30,000. The agencies hope to raise additional funds to expand the campaign.

The "No MOre Trash!" effort also received strong support from the Missouri Anti-litter Advisory Board established by Gov. Bob Holden and First Lady Lori Hauser Holden. The board includes government, business and nonprofit organizations that will help carry litter-free messages to the rest of the state.

Additional information about the No MOre Trash! campaign is available at www.nomoretrash.org.



2002 Work-Zone Changes, For the Better

To improve safety for motorists and highway workers, use resources more efficiently and reduce travel delays, MoDOT changed its statewide guidelines for road work in spring 2002.

With limited funding and a deteriorating transportation system, MoDOT has begun focusing more of its resources on preservation and maintenance. Because of this, more work is being done in traffic. MoDOT had to come up with a new strategy to make sure motorists get where they're going safely and quickly. These strategies are across-the-board, from the contract-award process to the day-to-day work in the zone.

The new guidelines focus on:
Safety – It's MoDOT's No.1 concern.

Convenience – We're reducing disruptions for motorists by shifting work to night and off-peak hours when possible, managing multiple projects at one time and setting appropriate speed limits.

Communication – MoDOT informs the traveling public about upcoming projects and alternate routes.

To implement the guidelines, MoDOT immediately began:

- Designating a statewide work-zone coordinator, who assesses the statewide impact of work zones, organizes lane closures and oversees work on the National Highway System.
- Designating district work-zone coordinators, who organize lane closures, and ensure work zones run safely with the least amount of inconvenience to motorists.
- Changing how projects are awarded. Before a project is awarded, plans are reviewed by a team to ensure the effects on the public are minimal and the work zone is safe.

- Reviewing MoDOT roadway maintenance activities. District engineers will review scheduled lane closures to ensure they are scheduled properly to minimize traffic problems and use equipment and workers efficiently.
- Reviewing commercial utility/permit work. Every effort will be made to minimize traffic backups. Traffic control plans will be inspected and district work zone coordinators will be notified at least 48 hours before a closure begins.
- Reviewing active construction project work zones. Active projects will be reviewed to make certain work zones are orderly, safe and traffic back-ups are kept to a minimum. Contract specifications will be reviewed and work restrictions will be enforced.





High-Tech Weigh Stations Come to Missouri

An innovative public-private partnership approved by the Missouri Highways and Transportation Commission uses the latest technology to allow commercial vehicles to bypass weigh stations, saving time and money and making roadway travel safer for everyone.

PrePass technology allows participating truck operators to be pre-screened as they approach weigh stations. Sensors at the weigh station verify whether a truck driver has a satisfactory safety rating and is current on registration fees, fuel taxes and insurance. This information is passed along to a small transponder attached to the truck's windshield. Truck drivers see a green or red light and hear a tone inside the cab telling them to pass or stop. It just takes a second, and assuming all is well, the drivers keep traveling, saving time and money.

Approved in April 2002, Missouri's first PrePass site opened to truck traffic a few months later. Before PrePass, vehicles had to stop at every open station to weigh and provide information to ensure vehicle registrations were in order and the proper fees were paid. This takes drivers' time and lost time means lost money.

The 19 weigh stations slated to use PrePass receive the most traffic – typically more than 300,000 commercial vehicles per year. Together, they will monitor nearly all truck traffic entering the state. Missouri weigh stations are owned and operated by MoDOT. The Missouri State Highway Patrol conducts inspections.

The motor-carrier industry also benefits from carrier-incentive programs encouraging compliance with safety regulations and credential requirements.

The PrePass system has been installed in 23 other states, including most of Missouri's neighbors. Nationally, about 190,000 trucks are registered to use PrePass.

Missouri's 19 locations also will have scales installed on highway lanes that can weigh the trucks as they pass. Weigh-In-Motion scales placed ahead of the weigh stations allow PrePass-equipped trucks that are also within weight limits to proceed.

Motor Carrier, Rail Services Consolidated

In 2002, Missouri's motor-carrier and rail services became more efficient. Several state programs were consolidated into the Motor Carrier Services and Multimodal units in MoDOT. The consolidation will result in savings for taxpayers and safer roads. Consolidation of services also will result in a

MoDOT fact

Missouri has more than 150 public airports, a rail system spanning more than 4,000 miles and 14 public port authorities.

common database that's compatible with other agencies serving the trucking industry, leading to better service and improved enforcement.

The agencies in the merger include MoDOT's existing Motor Carrier Services Unit, the Department of Revenue's Highway Reciprocity Commission, the Department of Economic Development's Division of Motor Carrier and Railroad Safety, and part of the Department of Natural Resources' solid and hazardous waste management program.

Railroad safety programs became a part of the Rail Section in MoDOT's Multimodal unit. The rail safety unit inspects tracks, hazardous materials and grade crossing signals. Staff also investigates all grade-crossing fatali-

ties and safety conditions at crossings. It also coordinates the Operation Life-saver program to reduce rail grade-crossing accidents.

MoDOT now will process all applications for commercial-vehicle operation, annually register all Missouri-based motor carriers, and collect and remit International Fuel Tax Agreement taxes received from motor carriers.

Efforts to improve the efficiency of the state's commercial vehicle operations have been underway since March 2001. Prior to consolidation, commercial-vehicle operators had to visit as many as four separate state agencies to obtain necessary licensing and permit documentation.


These efficiency efforts were recognized by a 2002 Governor's Award for Quality and Productivity. (see related story on page 18)

MoDOT fact

The Federal Highway Administration reports that MoDOT spends just 3 percent of its budget on administrative costs, the fifth lowest among the 50 states.



Honored for Excellence



The Missouri Department of Transportation was recognized for its outstanding work in a variety of fields during Fiscal Year 2002. Here's a brief review of some of the significant national and state kudos earned by the department.

Governor's Quality Award

MoDOT was recognized by Gov. Bob Holden with two statewide quality awards for the innovative ways the department disposes of surplus dump trucks and for its role in working with other state agencies in consolidating motor-carrier services. The Carrier One-Stop Team also received an additional Governor's Award for Quality for its work merging the four agencies currently serving commercial motor-carrier and railroad operators into MoDOT.

Lifetime Pavement Achievement Award

The department received this prestigious award from the American Concrete Pavement Association for pavement longevity of a section of Interstate 55 in Scott County.

Smart Work Zone Deployment Initiative

MoDOT was honored for helping research and test new work-zone-safety technology in the Midwest. A National Safety Award was presented by the Federal Highway Administration to recognize outstanding safety programs and initiatives.

Pathfinder Award

American Association of State Highway and Transportation Officials honored the MoDOT team that prepared the department's Long-Range Transportation Direction. The team received the Pathfinder Award, an honor that recognizes groups accomplishing their missions through the skilled use of tools and techniques.

AASHTO Skills Awards

The agency's Public Information and Outreach staff was recognized for its efforts with two national awards presented by AASHTO. MoDOT took first place in the "Other External Publication" and "Feature Story" categories.

Thomas H. MacDonald Memorial Award

J.T. Yarnell, retired MoDOT chief engineer, received the Thomas H. MacDonald Memorial Award in recognition of a lifetime of contributions and achievements in transportation. The award is AASHTO's highest honor.

Globe Award

MoDOT was recognized with an environmental excellence Globe Award for its contributions to environmental protection and mitigation. The American Road and Transportation Builders Association Transportation Development Foundation presented the award for the department's geocarbon-relocation project in St. Clair County.

Innovation Awards

The department earned two Innovation Awards from the National Association of Development Organizations — one for MoDOT's Long-Range Transportation Direction and another for the guidelines that helped create it.

Qualifications-Based Selection Award

The American Consulting Engineers Council and the National Society of Professional Engineers awarded MoDOT a Qualifications-Based Selection Award for the department's efficient use of consulting engineering firms.

Value Engineering Outstanding Achievement Award

Efforts to save Missourians time and money won MoDOT two Value Engineering Outstanding Achievement Awards from the Federal Highway Administration. The department also received AASHTO's Value Engineering Achievement Award for design of a bridge replacement in Miller County.

Public Works Project of the Year

The Kansas City metro chapter of the American Public Works Association awarded MoDOT the Public Works Project of the Year in the category "Transportation Greater than \$10 million" for its work on the Bruce R. Watkins Expressway.



More than Highways and Bridges

Other Modes of Transportation

A variety of transportation modes offer mobility to millions of Missourians. In addition to the highways that crisscross the state, waterways, railways, public transportation, bike/ped trails and aviation complete the transportation picture in Missouri. MoDOT works with communities to determine and evaluate all their transportation options.

Waterways

Two of the nation's largest inland waterways, the Mississippi and Missouri rivers, flow through Missouri, providing the state with numerous opportunities for waterborne commerce. Approximately 3.8 million tons of material pass through Missouri's public port authorities.

The waterways program includes administrative grants and capital improvements for Missouri's public port authorities. There is no dedicated funding for the port program, and it is subject to legislative general-revenue appropriation each year.

The capital-improvement grants assist ports with capital expenditures such as dock construction, road improvements or site development. A prioritized 5-year capital investment

program was developed to allow the public port authorities to become economically viable to Missouri's economy.

In FY 2002, MoDOT helped the St. Joseph Regional Port construct a cargo dock. Other capital projects completed include right of way acquisition for a rail spur at the Pemiscot County Port, wetland mitigation at New Bourbon Regional Port and dock improvements at Howard-Cooper County Port.

Railroads

Missouri is located in the central corridor of the nation's railroad transportation system, with the second and third largest rail hubs in the nation, behind only Chicago. Approximately 50 percent of the nation's freight



products are moved by the rail system. The rail system also is critical to the nation's passenger rail transportation and Missouri's service between St. Louis and Kansas City.

Passenger Rail

Two round trips per day are currently provided between St. Louis and Kansas City, with stops in Kirkwood, Washington, Hermann, Jefferson City, Sedalia, Warrensburg, Lee's Summit and Independence. In FY 2002, service was provided to more than 188,000 passengers. There is no dedicated funding source for passenger rail, so this service is subject to legislative general-revenue appropriation each year.

Highway / Rail Crossing Safety

There are approximately 3,900 public highway/rail crossings in Missouri. These crossings are evaluated and ranked according to train traffic, train speed, vehicle traffic, vehicle speed and sight distance in order to receive safety-improvement funds. On average, it costs \$150,000 for highway/rail safety improvements, meaning only the top 30-40 projects can be addressed annually.

Railroad Safety

MoDOT works to assure a safe rail-transportation industry in Missouri. The state participates in a joint compliance program with the Federal

Railroad Administration to focus on public safety through reducing train incidents. Industry property and equipment such as track, signals, bridges and engines are routinely inspected to assure safety compliance. MoDOT is responsible for inspecting more than 7,500 miles of track and 4,100 crossings.

Bicycle/Pedestrian

MoDOT encourages and coordinates efforts to improve conditions for walking and bicycling within the state. The department reviews and recommends bicycle and pedestrian friendly standards for transportation projects. In FY 2002, MoDOT installed Share the Road signs at strategic locations around the state to remind and advise motorists that other modes of transportation are present.

The department also helped communities connect with more than \$35 million in state and federal enhancement funds for 90 different bicycle pedestrian projects.

Transit

Through the use of state and federal funds, MoDOT helps make it possible for communities to offer low-cost alternative transportation. MoDOT also provides technical assistance for

public-transit programs, which includes urban and rural public buses, public transportation for the elderly and disabled, and commuter light rail in the St. Louis area.

In FY 2002, MoDOT helped more than 100 transit providers buy 273 vehicles, such as buses, modified vans, minivans and station wagons. The services also included factory inspection and assistance with legal requirements. MoDOT donated land at Route 40 and Ballas Road in the St. Louis area for a Kiss and Ride station, allowing commuters to quickly drive into a pull-off and drop off passengers to catch the bus.

Through a partnering opportunity, MoDOT granted a local transit provider in Jackson County federal funds to officially break ground on a storage and maintenance facility for the Jackson County Board of Services. The project is scheduled for completion in 2003.

The Kansas City Area Transit Authority and MoDOT kicked off a project that will replace and upgrade a bus radio system connecting to a citywide intelligent transportation system. This network will transmit voice information and provide real-time data, such as bus locations, allowing the transit system to be used more efficiently.





Aviation

MoDOT administers both federal and state aviation funds to eligible airports in Missouri. The Federal Aviation Administration oversees funding to larger passenger-service airports. Funds can be used for planning, purchasing, construction, maintenance and improvement of aviation facilities. Missouri is one of nine states administering federal funds under the Block Grant Program.

In FY 2002, a total of \$9.3 million in federal funds and \$7.2 million in state funds were invested in Missouri's aviation system. Projects included the construction of the new North Central Missouri Regional Airport between the communities of Marceline and Brookfield, replacing two deficient airports. This was the sixth new airport built by MoDOT since 1990.

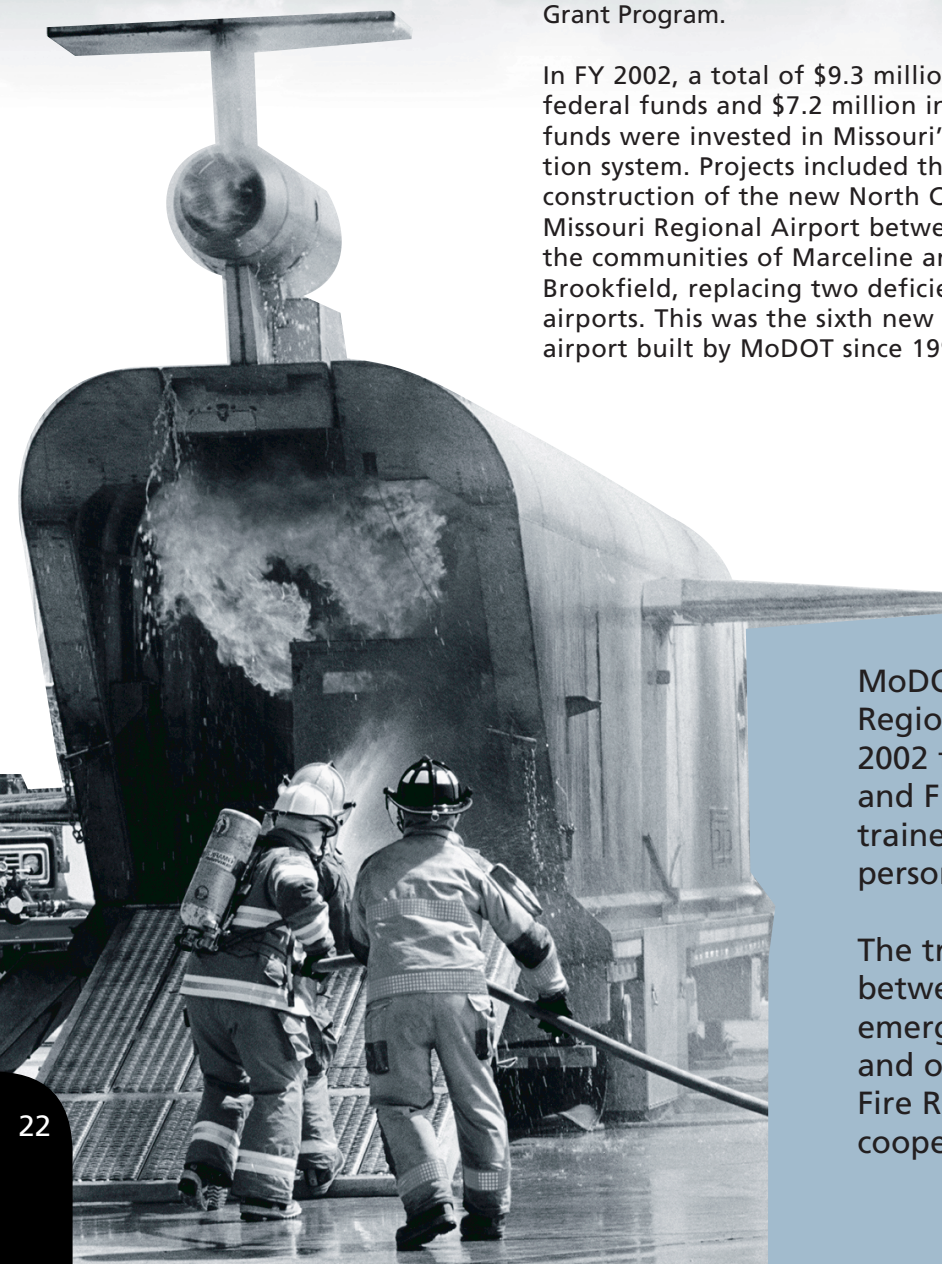
Missouri currently leads the nation in new airport construction.

Following the Sept. 11, 2001, terrorist attack on the United States, MoDOT focused on improving communications and enhancing general-aviation airport security. Packets were provided to all public use airports containing a security bulletin, eight airport security signs and a questionnaire to supply MoDOT with information to track progress. The signs, produced by MoDOT's sign shop, helped small airports identify operating and restricted areas at the airport.

MoDOT also completed security enhancements to the perimeter fencing at the Spirit of St. Louis Airport and upgraded the security monitoring system at the Kansas City Downtown Airport.

MoDOT was awarded the FAA Central Region's Security Enhancement Award in 2002 for sponsoring a Mobile Aircraft Rescue and Fire Fighting Trainer, a realistic live-fire trainer designed to prepare emergency personnel at passenger-service airports.

The trainer, which can be transported between airports, simulates several aircraft emergency situations. It is owned by MoDOT and operated by the University of Missouri's Fire Rescue and Training Institute through a cooperative agreement.



Lawmakers Recognize Need for More Transportation Funding in 2002

Missouri lawmakers focused a great deal of their attention on the state's transportation system during the 2002 legislative session and acknowledged the need for more transportation funding. While most legislators agreed that Missouri needs additional funding to improve its transportation system, lawmakers found it more difficult to agree on how that funding should be generated.

On the final day of the legislative session, the General Assembly voted to place a transportation tax-increase proposal, Proposition B, on the Aug. 6 statewide election ballot. Missouri voters did not pass the measure, which would have increased the state's fuel tax by 4 cents per gallon and raised the general sales tax by one-half cent.

Although Proposition B was not approved, the issue generated an important dialogue between MoDOT, lawmakers, the public and many organizations across the state. That dialogue laid some groundwork that will be vital in the years ahead as MoDOT continues its efforts to improve Missouri's transportation system.

Despite the defeat of the tax-increase proposal, transportation in Missouri will benefit in numerous ways from several new laws approved by the General Assembly during the 2002 legislative session.

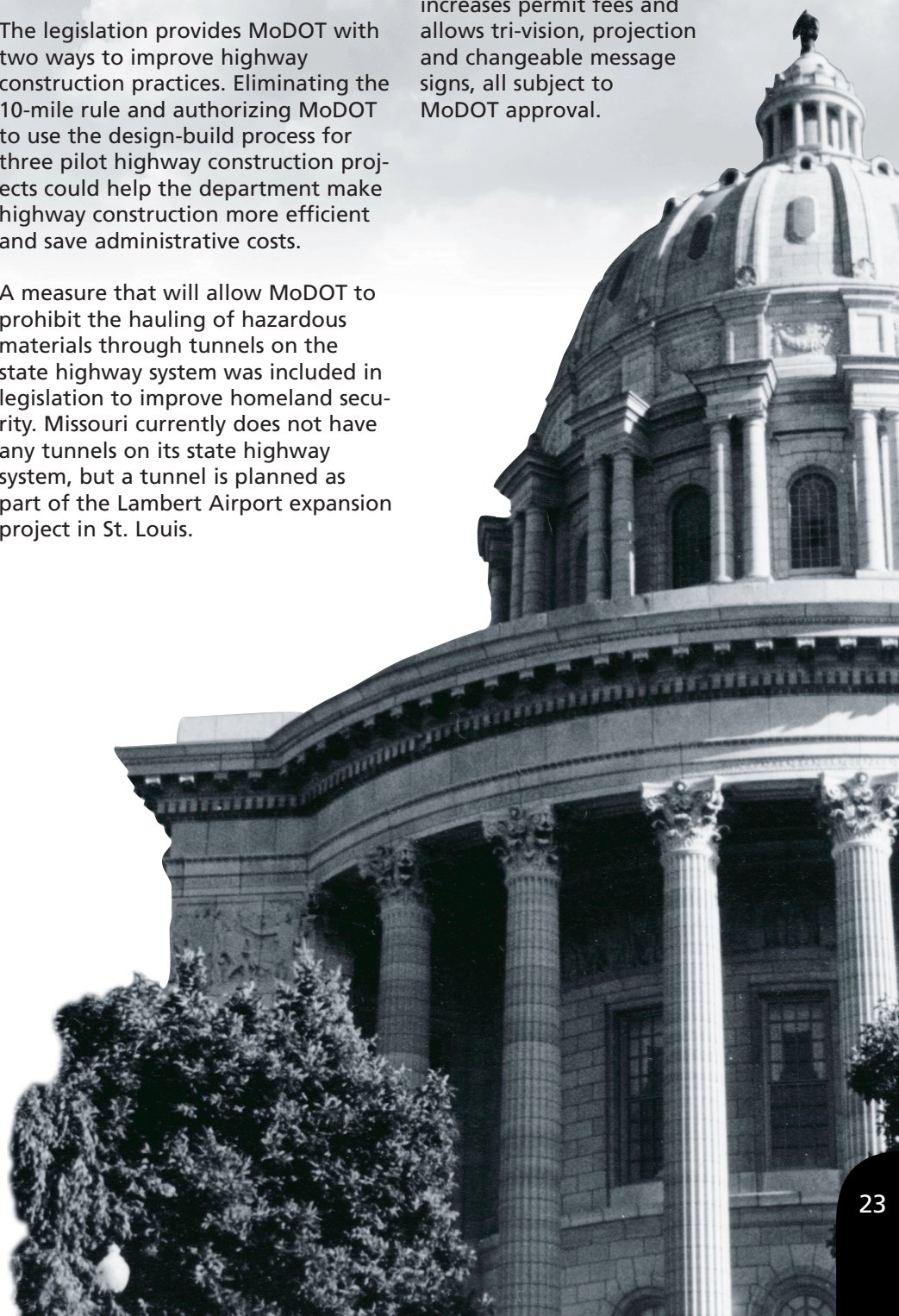
A major transportation bill, signed into law by Gov. Bob Holden on May 28, 2002, will address a number of transportation issues. The legislation eliminated the sunset date on a 6-cent-per-gallon motor-fuel tax that was approved by the General Assembly in 1992. That tax would have expired in 2008.

The bill also extends the sunset date on the aviation jet-fuel tax to Dec. 31, 2008. The tax had been set to expire in 2003. The jet-fuel sales tax is used to fund airport improvement projects throughout the state.

The legislation provides MoDOT with two ways to improve highway construction practices. Eliminating the 10-mile rule and authorizing MoDOT to use the design-build process for three pilot highway construction projects could help the department make highway construction more efficient and save administrative costs.

A measure that will allow MoDOT to prohibit the hauling of hazardous materials through tunnels on the state highway system was included in legislation to improve homeland security. Missouri currently does not have any tunnels on its state highway system, but a tunnel is planned as part of the Lambert Airport expansion project in St. Louis.

New outdoor advertising laws require a minimum of 1,400 feet between billboards on all primary and interstate highways. Currently, signs must be located at least 500 feet apart. The legislation also increases permit fees and allows tri-vision, projection and changeable message signs, all subject to MoDOT approval.



Setting the Record Straight

Myths of the 1992 Plan Still Linger

MoDOT is wrestling with its past.

Everyone has something in their past they wish they'd done differently. For MoDOT, that would be the 1992 road and bridge improvement program. The original intent of the program was good — take advantage of new federal money and improve Missouri's transportation system.

But cost estimates were off and projects were grossly under funded. In November 1998, the Missouri Highways and Transportation Commission announced that MoDOT would continue working on the projects, but there was no way they could be completed with current funding in the 15-year time frame.

MoDOT did not abandon 1992 plan of road and bridge improvements. The projects are still the basis for the 5-year construction program. In the

past 10 years, the department has awarded more than 2,200 contracts worth more than \$7 billion for projects that were part of the '92 plan. Nearly every project (94 percent) in MoDOT's 5-year construction program is a '92 plan project.

The biggest difference between the original plan and today's construction schedule is the cost of the projects. Ten years ago, legislators and MoDOT planners stretched projected revenues too thin. As a result, MoDOT promised more, and the legislature requested more, than the tax could deliver.

But MoDOT learned from the experience and made changes to its staffing and procedures. The people responsible for the ill-fated plan are no longer with the department. A new management structure and new

auditing processes ensure such miscalculations will not happen again. The cost-estimating process has been improved. In fact, last year's record construction program of \$984 million was delivered within 2 percent of the original estimates.

Today, much of MoDOT's funding is distributed to cities, counties and other state agencies. MoDOT gets only about 60 percent of transportation revenues. In Fiscal Year 2001, the department received 2.3 cents (38 percent) of the 6-cent tax legislators passed as part of the '92 plan (see graph). The increase was phased in over five years, further reducing the total amount of money available. Two audits of the '92 plan have confirmed that there was no misuse of funds.

Accountability

As the public's demand for better roads and bridges has increased, accountability has emerged as one of the most vital and visible issues for the Missouri Department of Transportation.

Accountability for MoDOT means ensuring Missouri gets the most for its transportation dollar. MoDOT must be accountable to the people of Missouri. And it is.

Every project undertaken, every dollar spent and every department activity are open to public scrutiny.



Here are some of the steps that make MoDOT one of the most accountable agencies in state government.

- Public involvement – MoDOT works hard to involve the general public in its projects, plans and activities. From holding public meetings across the state to participating in community events, this involvement is critical to MoDOT's accountability.

- Toll-free number – Answers are always just a phone call

away at 1-888 ASK MODOT. Customer service representatives are available to provide information on any aspect of MoDOT operations.

94 percent of the projects on the department's 5-year Statewide Transportation Improvement Program were part of the '92 Plan.



What really happens to the 6-cent fuel tax*

MoDOT receives less than half

MoDOT	2.3 cents	38%
Other State Agencies	1.9 cents	32%
Cities and Counties	1.8 cents	30%

*FY 2001 figures

The department has actually invested more in the '92 plan projects up to this point than original estimates. But with Missouri's 32,000-mile state highway system, that's only about \$220,000 a mile over a 10-year period. To put it in perspective, Illinois invests that much per mile about every 15 months.

MoDOT learned from the missteps of the '92-plan and has moved on. The mistakes of yesterday should not threaten the future of Missouri's transportation system.

- External audits – Each year, MoDOT's finances are reviewed by an independent auditing firm. This year's result was, in the auditor's words, "as good as it gets."
- Internal audits – MoDOT is also reviewed by internal auditors numerous times each year. This allows the department to continually improve operations. About \$7 million has been saved in the past three years as a result of these audits.
- New financial management – In the late '90s MoDOT hired a chief operating officer and chief financial officer, providing more efficient management of the department's budget and resources.
- Inspector General – This position was created in 1999 to investigate allegations of fraud, waste and abuse

of MoDOT resources. These investigations have resulted in more than \$3 million in savings, mainly from external vendors.

- Performance audits – In addition, MoDOT's performance is reviewed both internally and externally to provide an accurate account of its activities. The Missouri state auditor has said that MoDOT is the most audited agency in state government.

Collaboration with the public combined with more involvement from state lawmakers and transportation partners has increased accountability at MoDOT and resulted in better transportation services for citizens across the state. These are only some of the measures the department has taken to maintain the trust and support of Missouri citizens.

The Steps of Accountability

State lawmakers adopted a number of steps in recent years to ensure MoDOT is one of the most accountable agencies in state government.

1996—Gov. Mel Carnahan forms the Total Transportation Commission to study the state's growing transportation needs and make recommendations for improvement. The commission, comprised of state officials, lawmakers and transportation stakeholders, recognized the need for additional revenue to meet those needs.

1997—The Joint Interim Committee on Transportation was appointed to further study the state's transportation needs and develop a plan for legislative action to help improve Missouri's roads and bridges and other transportation services.

1998—The joint committee's work in 1997 resulted in legislation that created a new position, Director of MoDOT, to oversee department operations and better establish financial checks and balances. The new laws also created the Joint Committee on Transportation Oversight to annually review MoDOT operations. The legislation requires MoDOT to submit an accountability report to the joint committee each November. That report provides detailed financial information about the amount of transportation funding received by the department and how it is spent.

2000—A new law authorized the use of bonds to finance road and bridge construction projects. The legislation requires that MoDOT submit a list of each year's bond-financed projects for legislative review.

The law also requires the department to submit a transportation plan, outlining upcoming projects and financing. This plan is submitted to the Missouri General Assembly's Joint Committee on Transportation Oversight as part of MoDOT's annual accountability report.

1995—The Interim Committee on the Department of Highways and Transportation (now MoDOT) was established to study MoDOT operations.

Moving Toward the Future

A Message from MoDOT Director Henry Hungerbeeler

It's been proven time and time and time again that everyone – regardless of intelligence, wealth, race or creed – needs a compass. Why? It provides the user with clear direction and points them toward the goal. MoDOT is no different.

Our compass is the Strategic Plan, a framework to guide all we say and do and accomplish. MoDOT senior management recently revisited this plan, last revised two years ago, to take a fresh look at where the department is headed and what it will take to get it there. This is not a change in direction but rather a course correction. With this improved tool, we can proceed toward established goals.

Our mindset and focus are much different this time around. A lot has happened since September 2000, and we have to take all of it into account. The resounding defeat of Proposition B and the messages the people of Missouri have been sending to us and to government in general have been clear.

Taxpayers expect the plan to be reasonable, understandable and doable. I'm committed to this agency and to the state to make it happen.

So what's the new plan look like? How is it different from all the plans before? Well, for starters it's much simpler and more focused. For example, the last strategic plan had seven strategic issues or priorities. This one has three. This plan has a mission statement focusing on what we do to make Missourians' lives better.

Our goal with this new strategic plan is to make it easier to understand, easier to implement, easier to measure and more likely to succeed. I want MoDOT employees to succeed, and I want this department to succeed. That means good things for us and for the public.

You can get more details on our plan and direction by logging on to www.modot.org or calling us toll free at 1-888 ASK MODOT. Here are the basics of MoDOT's new strategic plan:

Mission

Taking care of and improving Missouri's transportation system.

Values

Accountability – We will honor the commitments we make. We will not make commitments we cannot keep. We will accept responsibility for our actions.

Safety – We will create a safe environment for both the traveling public and our employees.

With the help and support of MoDOT's dedicated employees, and the interest and involvement of the public and our partners, we can make this happen.



Service – We will be responsive to our customers and try our best to help.

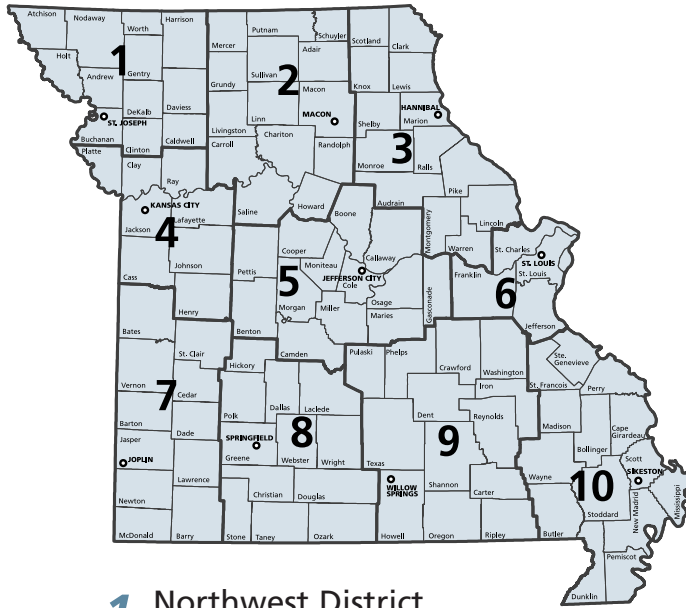
Quality – We will provide the best possible value in everything we do.

Integrity – We will be honest and sincere in all we do.

Priorities

- Take better care of what we have.
- Finish what we've started.
- Build public trust.

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